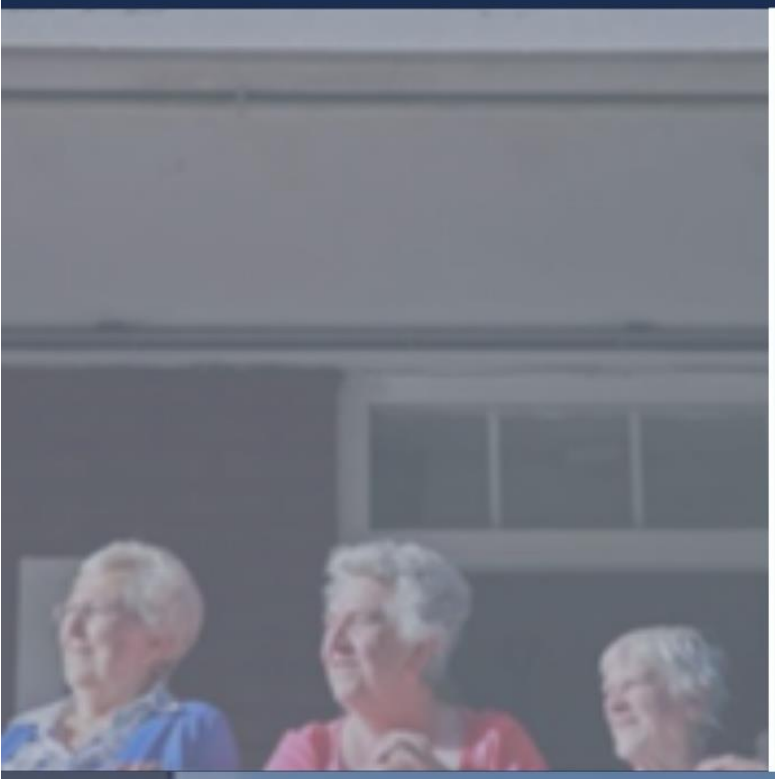

Building Community Building Wellbeing

Charlemont Social, Economic & Cultural Plan 2023-2026

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Section 1. Charlemont Square

Charlemont Square is a public-private-partnership regeneration project undertaken by Dublin City Council and private partners. It includes a mixture of social and private accommodation, and a number of retail and office units. The area is centrally and favourably located in Dublin City, approximately two kilometres from Stephen's Green and adjacent to the Grand Canal. The Charlemont Luas stop is a few metres away.

Image from https://www.charlemontsquare.com/the-locks/

Charlemont Square is built on land that featured the Charlemont, Ffrench-Mullen and Tom Kelly apartment blocks and had been designated a site for regeneration since the 1990s. Before the regeneration construction began, the *Community Charter and Social Agenda* was agreed between the community and Dublin City Council. It outlined the principles to underpin the redevelopment project including an acknowledgement that physical renewal on its own had always failed when not accompanied by social and economic regeneration, and a commitment to deliver high quality housing in a safe and secure environment, including neighbourhood and recreational facilities for the existing community.

Planning permission was granted for the redevelopment the area in 2013 and an independently chaired Regeneration Board was established in 2014 to oversee the redevelopment project.

Ffrench-Mullen House was the first of the planned blocks for the regeneration project to be delivered and consists of 79 social housing units and community amenities. Forty-nine of the 79 social units were allocated back to families who lived in the apartments in the old complex. More recently, Dublin City Council acquired an additional 15 residential social housing units.

Charlemont Community Resources Centre CLG (CCRC) is the community development organisation based in Ffrench-Mullen House. The mission of CCRC is to build a sustainable community and its purpose is to:

- Promote social, economic and cultural development for the community.
- Promote and support the emergence, development and activities of various groups within the community to meet the different needs of people in the community.
- Ensure the work of the CCRC is responsive to and meets the needs of the community in its plans and ongoing work.

CCRC promotes social, economic and cultural development from a value base of inclusiveness, respect for community strength and spirit, and community resilience. CCRC is the key driver for community development and a key partner for statutory involvement and service provision in the area.

Ffrench-Mullen House includes the TK2, a Sports, Recreation and Community Centre that includes the CCRC offices, a community kitchen, an indoor sports hall, meeting/exhibition and recreation spaces. This is a significant community facility and asset. Dublin City Council has agreed arrangements with the CCRC for managing the Community Centre/Sports Hall and provides resources to support this arrangement. CCRC has established a subcommittee to manage the Community Centre/Sports Hall Operations Sub-Committee. The purpose of the Community Centre Sub-Committee is to:

- Drive and support a creative and effective management of the centre as a social economy initiative, ensuring long-term viability, ongoing community benefit, and appropriate commercial use.
- Bring in and engage necessary external expertise to support the CCRC in fulfilling its role in this area.

The CCRC employ a full-time manager to supports its overall operations, a part-time Health Worker (with funding from the HSE), a part-time Youth Worker and a part-time administrator. McGarrell Reilly, the company for the redevelopment of the area continues to provide funding to support the employment of three General Operatives under a Local Employment Programme to ensure the efficient running of the Sports Hall, including taking bookings, cleaning and maintenance. A Human Resources and Finance Sub-Committee of CCRC play an important role in supporting good employment practices and financial management.

The foundation of the social economy model for TK2, combining the commercial and the community elements of the TK2, is already in place. This includes a differential charging scheme with a higher charge for corporate bookings and a lower rate for residents and other local groups. In addition to charging arrangements, attention is given to ensuring that prime hours are balanced between corporate and community bookings. It is a challenge to ensure this balance and is one that is likely to grow as the other blocks in the development are completed and the demand on the facilities increase. Under the framework of this strategic plan, the CCRC will further develop and formalise this approach in a new Business Plan.

Tuath Housing[1] is the Approved Housing Body that was awarded the contract for the operation of the social housing units.

[1] Established and registered in 2000, Tuath Housing is a Voluntary Housing Body that aims to meet a wide variety of housing needs in Ireland with experience and commitment, providing accommodation for single people, families and those with special needs.

St. Andrews Resource Centre[2] has been a source of significant support to the community, providing substantial advice and support to the community in Ffrench-Mullen including in the governance and operation of the TK2.

Section 2. Background

The regeneration project was initially guided by the Charlemont/Tom Kelly/Ffrench-Mullen Regeneration Board. The Regeneration Board directed the development and implementation of *Growing Up & Old with Good Memories: the Charlemont/Tom Kelly/Ffrench-Mullen Social, Economic & Cultural Regeneration Plan,* published in 2015. It set out a phased strategy to achieve the vision to create an active, inclusive, integrated community that is healthy and safe, sustainable and resilient: a flourishing and vibrant community where people grow up and old with good memories.

The Regeneration Board ceased operation in March 2018, with the occupation of the first new social housing units and evolved into an Advisory Board. The role established for the Advisory Board is to:

- Engage with and support the capacity and sustainability of Charlemont Community Resource Centre and associated activities, programmes and groups.
- Monitor, support and enable the implementation of the three-year plan for community building and community development.
- Make links with and engage relevant stakeholders, external to, relevant for, and supportive of the new community within and around Ffrench-Mullen House.

The Advisory Board oversaw the development and implementation of the *Charlemont/Tom Kelly/Ffrench-Mullen Social, Economic and Cultural Plan: A Three-Year Plan For Community Building And Community Development 2019-2021*, published in 2019. This strategy focused on the community as it developed a new identity that combined residents that transitioned from the old complex and residents new to the area. The actions recommended in 2015 were revised, evolved and added to acknowledging that a number of issues and concerns were dealt with by the new development and responding to the current needs of the new community. While there was significant progress in implementing the planned actions, COVID-19 inevitably caused a delay in a number of aeras.

The objective of this third social, economic and cultural plan, '*Building Community; Building Wellbeing*', is to provide a strategic frame for future work over the next phase of the regeneration, and it sets out recommendations for actions to be undertaken under a number of themes.

Key to the success of this phase of the regeneration project will be the interaction and drawing together of the different elements that now comprise the community: those living in social housing units, those in the private owned/rented units, and those in the local area with connections to original site, alongside an effective targeting of the needs of those living in social housing units, providing new opportunities and enabling new outcomes for this section of the community.

Methodology

The consultation that informed the Community Needs Assessment and the actions subsequently outlined, included a survey carried out with residents. This was designed by the researcher and the survey was administered face-to-face by the CCRC manager. The option of completing the survey online was also provided to residents. In all, 28 responses were received. While the response rate was too low for it to be a

[2] St. Andrews is a resource centre based in Pease Street. Employing over 230 people on a full-time/part-time basis it offers support services and development opportunities to individuals and families at all stages of the life cycle. The Centre is strongly committed to community development and provides support for the networking of local organisations and facilitates local groups active in the area.

reliable source of information on the overall community, it provided useful information on community issues and needs.

This strategy was also informed by engagement with the CCRC management committee, interviews with a range of stakeholders identified for their knowledge and engagement with the area, including members of the Advisory Board, and by the focus group interviews carried out with residents and members of the various community groups/initiatives active in the complex.

Section 3. What the experience in other areas tells us

Public Private Partnerships

Public Private Partnerships (PPPs) are partnerships between the public and private sectors for the purpose of delivering an asset or a service traditionally provided by the public sector. The Framework for Public Private Partnerships (2001) describes PPPs as: "[A]n arrangement between the public and private sectors (consistent with a broad range of possible partnership structures) with clear agreement on shared objectives for the delivery of public infrastructure and/or public services by the private sector that would otherwise have been provided through traditional public sector procurement.[3]"

An Overview of Public Private Partnerships in Ireland[4] states that, *"*Some of the advantages associated with PPPs are that they allow the public sector to avail of private sector expertise and innovation and that their deployment allows the State to share risk between the public and private sectors". The use of PPPs is likely to continue to be considered in the case of large-scale projects[5]. In addition, a *Review of Public Private Partnerships in Ireland* (2018) suggests that additional PPP models be developed to suit smaller scale projects.

As such, Charlemont Square must be considered as an exemplar of what a Public Private Partnership can deliver. It is critical, therefore, that the investment and commitment that has delivered the progress to date be sustained and continued to ensure success and impact from this approach and that the community benefits to the full potential of the initiative.

Four core concepts of relevance for Charlemont Square as a PPP emerge from the regeneration literature: the right to the city: sustained support; community wealth building; and placemaking.

The Right to the City

The *Right to the City* is the right of all inhabitants, present and future, permanent and temporary, to inhabit, use, occupy, produce, govern and enjoy just, inclusive, safe and sustainable cities, villages and human settlements, defined as commons essential to a full and decent life[6]. In his paper[7], Aherne states that in the context of achieving a 'right to the city', regeneration, encompassing a combination of physical rebuilding and refurbishment of housing and social and economic inclusion programmes, is one contemporary State response to social exclusion and substandard housing. He goes on to warn against the extent to which the norms, values and behaviour within a community can be altered by changing its social mix. Best practice regeneration aims to create sustainable communities, that include high quality housing, good public services, freedom from anxiety about safety and security, and employment opportunities. This may include improved estate management, policing, area-based social inclusion measures, community and youth development, targeted employment projects and local employment clauses in regeneration contracts.

[3] FRAMEWORK FOR PUBLIC PRIVATE PARTNERSHIPS (2001) https://ppp.gov.ie/wp/files/documents/guidance/central_guidance/framework-for-public-private-partnerships.pdf

[4]Parliamentary Budget Office An overview of Public Private Partnerships in Ireland Briefing Paper 5 of 2018 https://data.oireachtas.ie/ie/oireachtas/parliamentaryBudgetOffice/2018/2018-03-16_an-overview-of-public-private-partnerships-in-ireland_en.pdf

[5] Government of Ireland, Project Ireland 2040: National Development Plan 2018-2027 (2018, p.16)

[6] https://www.right2city.org/

[7] Hearne, R. (2013). Realising the right to the city. International Journal of Law in the Built Environment, 5(2), 172-187.

A report by Norris and Hayden[8] launched in March 2023, commissioned by the Housing Agency and the Irish Council for Social Housing (ICSH) finds that strong and integrated communities have developed among the private and social housing residents in mixed tenure estates, and that there is overwhelming support for tenure mixing as a key policy to combatting socio-spatial segregation.

Sustained Support

Fatima was one of the biggest regeneration projects in the State and the community were almost unique in how they documented the experience. In *2 Communities in Transition: 1 Model of Excellence in the Making*, Fatima Groups United state that moving house marks one of the biggest changes a person goes through in their lives. It is one of life's most stressful situations. When whole communities have to move, the stress can be even greater. This is particularly true when people are moving to a different kind of accommodation, such as from flats to houses, and also where their families have lived in a particular area for generations.[9]

A review of the 'transition' phase of the Fatima and St Michael's Estate regeneration projects, carried out by Community Action Network (CAN), highlighted the mixed emotions of community members, their delight at having improved living conditions coupled with a sense of disorientation and emotional trauma at witnessing the demolition of their community[10].

This review suggests that after the move:

- Support has to continue – the value of giving high-level supports to residents in the period immediately prior to and during the actual move and calls for the maintenance of this high level support in the aftermath of the move. This, it is suggested, is needed as residents settle into their homes and begin creating a new community.
- Ongoing issues – there are some decisions that are more appropriately made when residents have lived in their homes for some time. This is particularly true for the design of communal areas like gardens and getting to know the security needs of a complex.

Community Wealth Building

Community wealth building is described as a progressive approach to economics and economic development, locking in wealth and opportunity into the local economy, for the benefit of local people. This is done by harnessing the impact of locally rooted 'anchor institutions' to enable local economies to develop from within. It is a people and community centred approach to creating local economies that are more inclusive. The approach is built on the principle of collaboration and is implemented in an area through five key levers:

- Workforce - to deliver decent work and progression and positively influence the local labour market.
- Spending power – to maximise the social, economic, and environmental value of procurement and commissioning.
- Land and Property – to maximise the return on land and property assets for the benefit of local people and place.
- Finance – to ensure that flows of finance have benefit for local people and place through fiscal and other incentives.
- Ownership – to diversify the ownership of the economy including a broader understanding of how business support and land and property use can shift ownership of the economy towards locally-

[8] https://www.housingagency.ie/publications/social-housing-mixed-tenure-communities
[9] Fatima Groups United. (Date Unknown*) 2 Communities in Transition: 1 Model of Excellence in the Making*
[10] Fatima Groups United op cit

rooted, ethical businesses that lock in wealth to the local economy and create benefit for communities, for workers, and for place.[11]

According to Dublin City Council, a community wealth building approach will support the council to adapt and evolve in what is a challenging social and economic context, asserting the importance of the city's economy nationally, but recognising the need for it to be fair and to work to improve outcomes for the most deprived communities, in line with City Council's vision to be: "… a dynamic, sustainable city, that is future-ready, built on thriving, inclusive neighbourhoods and communities, a strong economy, a vibrant cultural life, and compact, connected growth".[12]

Placemaking

Placemaking can be described as about improving the quality of public spaces and the lives of the people who use them. Placemaking inspires people to collectively reimagine and reinvent public spaces as the heart of every community. Strengthening the connection between people and the places they share, placemaking refers to a collaborative process by which we can shape our public realm in order to maximize shared value. More than just promoting better urban design, placemaking facilitates creative patterns of use, paying particular attention to the physical, cultural, and social identities that define a place and support its ongoing evolution[13].

Placemaking is critical for communities in regeneration areas to generate a sense of inclusion, belonging and connectiveness. It can support members of the community that moved from the old flats to remember and honour the history of the area and to embrace the new way of living. It can also generate opportunities for those new to the community to develop a sense of belonging, which can be difficult when moving to an area where many of the residents have known each other for generations. Placemaking requires a deliberate focus, and it should not be assumed that it something that will happen without this focus.

Creative opportunities to placemaking can be combined with community arts, climate action and climate justice and an intergenerational approach to such projects is very relevant to the Charlemont area and community. The Rhizome project in Fatima is one such project that could be considered for replication in a way that is appropriate for the Charlemont community.[14]

[11] Dublin City Council 2022. Community wealth building in Dublin: Implementation Plan
[12] Community Wealth Building in Dublin: Implementation Plan, Centre for Local Economic Strategies.
[13] https://www.pps.org/article/what-is-placemaking
[14] https://www.youtube.com/watch?v=nopYumoIHzs

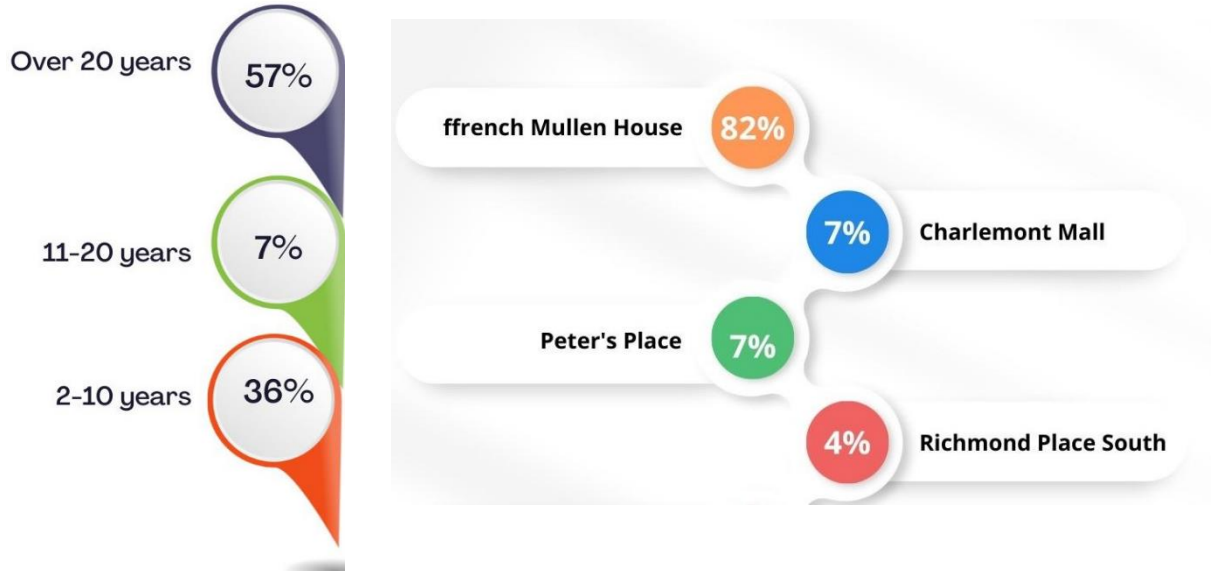
Section 4. Community Needs Assessment

The Community Needs Assessment included a survey that was administered on an in-person basis, with the option of completing the survey online and a series of focus group interviews with staff and residents, and individual interviews with members of the Advisory Board and other stakeholders. The survey was open to all those living in the social housing units and those in the surrounding areas with links to the old Charlemont site. The actions suggested as a result of the community survey will focus responding to the needs identified by those in social housing but also focus on building community across the entire area.

An indication of the profile of those that completed the survey is first outlined, followed by a focus on a number of key themes that emerged through the survey, the interviews or both.

Profile

Figure 1. **Where respondents live**



Of the 28 respondents to the survey, the majority, 82%, live in Ffrench-Mullen House, followed by Charlemont Mall, Peter's Place and Richmond Place South.

Respondents were asked how long they had lived in the community. None of the respndents had lived in the community for less than two years. The majority, 57%, have lived in the area for over 20 years, 36% for between two and ten years and 7% for between 11 and 20 years.

Sense of Community

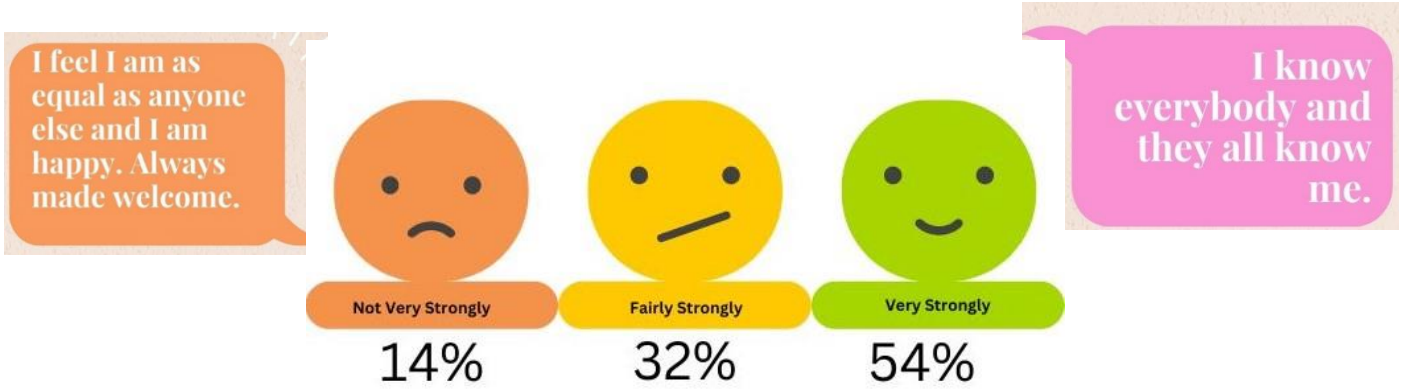
Respondents were asked taking all things into consideration, to rate how happy they were be living in Charlemont on a scale of 1 to 5, with 1 being extremely unhappy to be living here and 5 being extremely happy to be living here.

Figure 2. **Happiness**

Of the 28 responses, 7% indicated that they were extremely unhappy to be living here, with 14% not having a strong opinion and 79% indicating that they were either happy or extremely happy to be living in Charlemont.

Figure 3. **Sense of Belonging**

Respondents were asked how strongly they feel they belong to the community. Out of the 28 respondents, 14% or four said not very strongly, 32% or nine said strongly and 54% said they felt a very strong sense of belonging to the community.


I feel I am as equal as anyone else and I am happy. Always made welcome.
I know everybody and they all know me.
Not Very Strongly
Fairly Strongly
Very Strongly
14%
32%
54%

Community Priorities

Respondents were asked to identify the priorities for community initiatives and to reference the importance of activities for specific groups. The following were identified and referenced:

- Activities that promote health and wellbeing.
- Initiatives to develop/enhance community spirit.
- Initiatives to address unemployment or underemployment.
- Initiatives to provide community-based learning opportunities.
- Cultural initiatives, including arts.

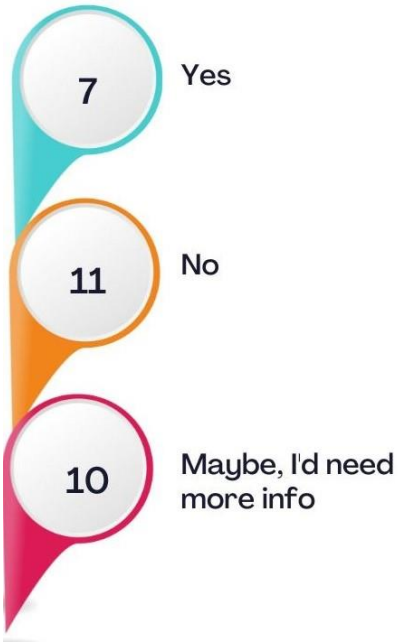
Many of the interviewees added the importance of initiatives to support and promote community climate action and develop community resilience as an additional priority.

When asked how satisfied they were to be living in Charlemont complex, the overwhelming majority of respondents stated that were very satisfied or satisfied.

"The complex is lovely and kept up to date and well maintained."

"Happy with everything but it is hard to close the windows."

When asked if they would like to get more involved in the community, 7 people said yes and a further 10 said they might but would need additional information.



A range of more specific needs emerged from the community needs assessment, including needs to:

- Increase the level and breadth of participation in community structures, in particular from residents that are relatively new to the area, avoiding over-dependence on a small number of people.
- Enhance the availability, accessibility, and affordability of early childhood education facilities, and increase access the Early Childhood Care and Education (ECCE) Scheme for children of pre-school age in the community.
- Strengthen the approach to community education, building an appreciation for the potential of community education, based on collaboration and partnership.
- Provide support for parents of children and young people attend Gaelscoileanna in the area, where they may not have sufficient Irish to help them with their homework.
- Ensure an effective response to maintenance issues in the apartments and in the communal areas.

- Ensure an effective relationship and interaction with Tuath, the Approved Housing Body, based on mutual respect and problem solving.
- Address issues of traffic management in the areas outside of the TK2.
- Ensure safety of the decking area.
- Increase the availability of external community spaces for community interaction.
- Maximise the potential of the reception area of the TK2 as a space of welcome and visibility for shared community identity.
- Monitor and ensure the balance between operating the TK2 for commercial use and for community use, emphasising community use.
- Provide activities for older children and teenagers.
- Provide for social prescribing and improve the focus on the social determinants of health, as well as an increased focus on a cultural health approach and in intercultural health.
- Enhance the level of community gain from the businesses located in the area.

Section 5. Building Community: Building Wellbeing

A Three-Year Social, Economic & Cultural Plan

Vision

The vision is the creation of a community:

- where there is integration between the public and private, old and new tenants, and the immediate and surrounding community.
- that is characterised by sustainability and vibrancy, where people can grow up with good memories.
- that has the conditions to be flourishing, where community spirit is sustained and developed, where the community are actively and dynamically involved in influencing responses to its needs.
- where there is mutual trust with the statutory sector.
- that is a safe place to live and where health and wellbeing are valued.

Vibrant
Sustainable
Safe
Active
Integrated
Flourishing
Dynamic
Healthy
Resilient
Community
The vision for the Charlemont/Tom Kelly/Ffrench Mullen regeneration project is to create an active, inclusive, integrated community that is healthy and safe, sustainable and resilient: a flourishing and vibrant community where people grow up and old with good memories.

Values

- **Inclusive** - a resourced community where everyone is included and provided with opportunities and wellbeing is supported.
- **Respect for community strength** – respect for the right of the community to organise and for the right to participate and build relationships with a range of bodies, agencies and organisations.
- **Community resilience** - community building across the various strands, developing shared sense of ownership, and shared capacity to meet challenges and avail of opportunities.

The following themes shape the direction for this strategy:

Theme 1	Community Development and Youth Work
Theme 2	Placemaking and Community Identity
Theme 3	Health and Wellbeing
Theme 4	Sport and Recreation
Theme 5	Unemployment, Employability and Training Sport and Recreation
Theme 6	Education and Learning
Theme 7	TK2 Management and Sustainability

THEME 1. COMMUNITY DEVELOPMENT AND YOUTH WORK

Community development and youth work continue to be essential in what remains an important phase of development for the community.

Community development is a developmental task compromised of both a task and a process. The task is social change to achieve equality, social justice and human rights, and the process is the application of principles of participation, empowerment and collective decision-making in a structured and co-ordinated way[15]. Community development is crucial to the continued development of an independent, vibrant community in the area, as well as to address the challenges associated with isolation and the integration of the different elements of the community.

Youth work is a distinct educational process adapted across a variety of settings to support a young person's personal, social and educational development. Youth work critical to the wellbeing of young people, to ensure the integration of children and young people and to address the challenges associated with apartment living. Work with children and young people is seen as key to the integration of the community(ies).

In this, community includes three strands: social housing residents, private owned/rented residents and local area residents with connections to original site element.

PRINCIPLES

The principles of the Community Development & Youth Work element of this strategy are:

- A commitment to creating opportunities and building leadership capacity for new representatives to emerge and to become active in all community structures.
- A commitment to working with all the community and surrounding areas, creating and supporting opportunities for the various elements of the community to build a shared sense of community and celebrate and value diversity within the community.
- A commitment to supporting and empowering the community, including children and young people, to have their voices heard and to fully participate in the community.
- A commitment to providing the supports necessary to develop community actions and initiatives in the area *and* to support members of the community to avail of supports and services from outside of the community.

GOALS

The goals of the Community Development & Youth Work element of the strategy are to:

- Embed and develop a practice of professional community development and youth work in the area, including actively supporting members of the community that have an interest in these areas to achieve qualifications.
- Create the conditions for and pursue the development of a shared sense of community, in all its diversity, ensuring that there are opportunities for all strands of the community to meet, interact and build relations.
- Ensure engagement, participation and representation of the community, including children and young people, in all regeneration activities and community initiatives, including support for the emergence of new community leaders and community groups.

[15] CWI/AIEB. All Ireland Standards for Community Work - https://www.cwi.ie/resources/what-is-community-work/

- Ensure that the community are supported to avail of supports, services and opportunities from a variety of sources to meet local needs.

PRIORITY AREAS OF ACTION

- Build on the youth and community activities to further generate interaction and build relationships within and between the community and ensure that these are extended to all strands of the community. Ensure that there is a focus on collective work, as it is key to building a sense of community and of belonging.
- Support existing, emerging and new community groups and initiatives that respond to the needs of residents and the local community, including the Men's Group, the Women's Group and the Breakfast Club. Maintain the work to provide the summer projects and the community celebration events, such as Halloween and Christmas. Explore the option of establishing a Youth Group and support this and other initiatives to emerge.
- Employ community development and youth work approaches to enable people to participate collectively in advancing community building and community wellbeing, facilitating personal development and enabling the identification and pursuit of personal goals.
- Support the CCRC to continue to develop and to implement its programme of work. Maintain a focus on supporting and developing capacity and encourage the emergence and involvement of new members in its structures.
- Develop and support the operation of a Residents' Association to engage with Tuath and represent the interests of residents. Ensure that there are opportunities created for residents to collectively identify and address issues emerging.
- Develop and promote a range of youth activities for children and young people from all elements of the community and promote and support their engagement with relevant local services.
- Develop leadership training and initiatives with members of the community, including young people and volunteer youth leaders, and including participants and potential participants in community structures.
- Sustain a process of ongoing engagement with community members in social housing units to build the community profile and maintain this up to date. This community profile would chart and track community situation and experience and community needs. It would serve an ongoing agenda setting function for the implementation of this social, economic and cultural plan.
- Sustain good communication across all strands of the community, with particular emphasis on production and distribution of a regular community newsletter.
- Liaise with other regeneration projects, such as Fatima, St Theresa's Gardens, St. Andrews Resource Centre, etc., and organise joint initiatives as appropriate.
- Develop relationships with, and support the participation of the community in, community organisations in the wider area, with a focus on engaging with the Local Development Companies, and with policy making structures, including the Dublin Public Participation Network, and the Local Community Development Committee.

THEME 2. PLACEMAKING AND COMMUNITY IDENTITY

Arts and culture are critical to the development and expression of a sense of identity and to building a shared sense of community for the different strands of the community. This area of work will focus on placemaking and building a shared sense of identity and creating opportunities for arts and culture.

PRINCIPLES

- An acknowledgement of the right of residents to influence their physical environment. and to participate in placemaking, and arts and cultural activities in their community and beyond.
- Respect for the history and heritage of the regeneration area and for the deep roots that residents have in the area, and an associated respect for the right of newer members to develop equal ownership of their community.
- Empowering and enabling of residents to participate as producers and consumers in arts and cultural activities.
- Respect and support for the role community arts has to play in the development of a sense of place and a shared sense of community identity.

GOALS

- Provide creative opportunities to find and express a shared sense of community identity that builds on the past history of the area and embraces the future in a post-regeneration environment.
- Ensure that residents are given opportunities to influence the character of the local environment.
- Provide opportunities for residents to engage in cultural action, and to create and to be creative.
- Provide opportunities for all residents to participate in arts and cultural initiatives locally, and in Dublin and beyond.

PRIORITY AREAS OF ACTION

- Develop and implement a Placemaking Project that is built on the principles of community arts, with a focus on the communal areas, including the decking area, wider public spaces and the TK2 reception area, and ensure that the community, and its different strands, can see itself reflected in the area. Engage with an Artist in Residence to guide the community through a creative place-making initiative.
- Create ongoing opportunities for all generations to participate in arts and cultural activities, including intergenerational and intercultural projects.
- Support the community to actively participate in arts and cultural opportunities outside the community.
- Implement a programme of skills development to support cultural appreciation and creative production. Support the sharing of creative skills amongst residents.
- Build relations with an organisation that specialises in community arts to support the community in the area of arts and culture.

THEME 3. HEALTH AND WELLBEING

Supporting the community to develop and benefit from opportunities to sustain and improve mental and physical health and wellbeing, as well as addressing issues associated with isolation and the challenges associated with apartment living, is a key focus for building a vibrant community.

PRINCIPLES

- A commitment to the right of residents to healthy living and lifestyles, and to live in an environment that benefits their health and wellbeing.
- A commitment to providing supports that ensures that residents can enjoy physical and mental health and wellbeing to their full potential, and their wellbeing is valued and supported.
- A commitment to enabling and facilitating access to health and social care services that meet the needs of children and families.

GOALS

- Develop and sustain a healthy community where all residents can enjoy physical and mental health and wellbeing to their fullest potential.
- Improve access to health and social care services and enhance service delivery in the community context and create a link between health and social care services and the community to improve access and enhance delivery within a community context.
- Ensure children and families most in need of support are targeted for a range of health and social care services.

PRIORITY AREAS OF ACTION

- Carry out community health needs assessments and keep these up to date. Explore models for replication/adaptation.
- Explore and respond to the barriers that prevent individuals in the community from availing of health-enhancing options and services.
- Explore partnership with the GPs in the area that have Social Prescribing Links Workers, and the new HSE Teams that about to be deployed.
- Provide and support the implementation of a range of health and healthy living related activities for residents that take advantage of the resource provided by the Sports Hall. These activities should factor in mental, as well as physical wellbeing and be mindful of the needs of different age cohorts.
- Organise appropriate courses/events/seminars and build skills for health and wellbeing leadership within the community.
- Provide individual support, practical advice, and health guidance, and sign-post and facilitate access to relevant services, including providing information on the new regulations for a GP card.
- Develop and co-ordinate programmes for specific groups within the community, in partnership as appropriate with key health service providers.
- Engage directly with relevant health services, programmes and projects in the area, with a particular focus on mental health provision.

- Liaise with Dublin City Council LCDC Healthy Ireland initiative to ensure that the benefits of the fund accrue to the community.
- Engage with HSE to secure ongoing support for the community development health programme within the community and sustain ongoing reporting and accountability to the HSE in relation to this funding, maintaining appropriate records for this purpose.

THEME 4. SPORT AND RECREATION

Sport and recreation are critical for mental and physical health and wellbeing, and for community engagement and interaction and full benefit should be gained from the facilities available to the community.

PRINCIPLES

- A commitment to the right of residents to access sport and recreation activities that promote a healthy lifestyle.
- A commitment to promoting and facilitating activities for all members of the community across the lifecycle.

GOALS

- Create a context where sport and recreation are an integral part of community life.
- Ensure that all members of the community have access to sport and recreation activities suitable to their needs.

PRIORITY AREAS OF ACTION

- Implement a range of sport and recreation opportunities with a particular focus on children, older people and vulnerable members of the community that maximises the benefit of the facilities available to the community.
- Encourage and support the participation of residents to participate in sport and recreation opportunities outside the community.
- Develop and sustain the community garden, encouraging active participation in the initiative and providing learning opportunities to build awareness of the importance of growing, understanding of climate change/climate justice and to develop skills. Work with the City of Dublin ETB to source tutors for this initiative.
- Focus on the needs of young people and provide spaces to hang out and appropriate recreational activities.
- Liaise with the Dublin Sports Partnership and support the community to avail of opportunities provided.

THEME 5. UNEMPLOYMENT, EMPLOYABILITY AND TRAINING

A focus on unemployment, underemployment, employment and training is needed to ensure that residents are supported to avail of and benefit from opportunities that arise and to explore and make available local opportunities arising.

PRINCIPLES

- A commitment to decent work, that is productive, delivers a fair income, respects workplace rights, and offers security and is beneficial to residents and their families.
- A commitment to the right of the community to benefit from its surroundings just as it contributes to these.
- A commitment to be responsive to the diversity of needs in the community, including a focus on women, lone parents, migrants, Travellers and other minority ethnic people, people with disabilities, young people and older people.

GOALS

- To ensure that unemployed people from the community benefit from opportunities thrown up by the regeneration project and from other employment opportunities in the area.
- To ensure a focus on building skills, lifelong learning, and access to training opportunities.
- To ensure that residents that are unemployed or underemployed are supported through education, training and labour market activation opportunities to source quality employment and/or develop enterprises that will benefit them and their families.

PRIORITY AREAS OF ACTION

- Work with the Advisory Board to identify the types of employment opportunities that might come from the increased level of retail units, cafes, restaurants etc. opening and work with agencies to provide or secure access to skills development training and opportunities that match the needs of the community and of local employers.
- Sustain the local employment programme with a focus on the employment of residents in the TK2 Centre and support progression for those involved into career opportunities of their choice, including in youth work and community work, and explore the options for bursaries from AIEB (the All Ireland Endorsement Body for Community Work Training and Education) in this regard.
- Engage with local employers and networking local employers to build and give expression to opening up employment opportunities to local residents, and to ensure that the community is on their agenda, with a particular focus on Corporate Social Responsibility.

THEME 6. EDUCATION AND LEARNING

Education for all members of the community as needs are identified is critical, with a particular focus on children, young people and older people in need of education.

PRINCIPLES

- A commitment to the right to education opportunities throughout the lifecycle.
- A commitment to working with partners to provide a range of educational supports and services based on the need of the community across the lifecycle.

GOALS

- Ensure that residents are supported through education throughout the lifecycle to achieve their full potential.
- Provide or identify community-based services and initiatives that support the community to access and progress through educational opportunities that meet their needs.

PRIORITY AREAS OF ACTION

- Re-engage with the Early Learning Initiative of the National College of Ireland and explore options to ensure that pre-school children avail of early education, including the establishment of an early education facility on site.
- Develop links with the City of Dublin ETB Information and Guidance Service and facilitate on-site information and advice clinics for the community.
- Explore training opportunities in the area of healthcare the HSE and the ETB for members of the community.
- Explore the new post leaving cert initiatives and apprenticeships.
- Develop after-school programmes to support children with homework.
- Provide or support access to formal and informal learning and education opportunities for adults to meet needs identified.
- Work and collaborate with the City of Dublin ETB to embed community learning in the regeneration area, explore the opportunities that the City of Dublin ETB have to offer, and secure access to opportunities that meet the needs of the community and the different cohorts in the community.

THEME 7. MANAGEMENT AND SUSTAINABILITY OF THE TK2

The importance of the TK2 centre to the community and the surrounding areas cannot be overstated. It is a key asset and has considerable potential as a social economy initiative.

PRINCIPLES

- A commitment to community wealth building and the right of the community to participate in the management of these assets.
- A commitment to community facilities and spaces as key to facilitating community development, youth work, health and wellbeing, employment, placemaking, arts and culture and education initiatives.

GOALS

- Ensure that community gain and community wealth building is sustained and further developed.
- Establish and develop a commercial base within TK2 activities.
- Achieve community/commercial balance.

PRIORITY AREAS OF ACTION

- Undertake the development of an independently facilitated Business Plan for the operation of the TK2 Center as a social economy initiative.
- Develop the community centre, including the sports hall, as a site for implementation of key elements of the strategic plan across all themes and as a key focus for community building.
- Ensure a high-quality environment and one that is reflective of the community.
- Convene and support the Centre Operations Sub-Committee to ensure the effective and effective management of the TK2 Centre.
- Link to local enterprise to secure in-kind supports for effective management and growth of the TK2 centre operations.

Section 6. Implementation

The Charlemont Community Resource Centre is the key actor to ensure the vision to create an active, inclusive, integrated community that is healthy and safe, sustainable and resilient: a flourishing and vibrant community where people grow up and old with good memories is realised. It will lead and ensure the implementation of this strategy.

- Annual implementation plans, developed in the framework of this strategy, will be developed by the CCRC, agreed with the Advisory Board and implemented.
- Support, mentoring, and training will be made available to CCRC as needed to strengthen capacity, expand membership, and fulfil its mandate.
- An annual report of progress made in the implementation of this social, economic and cultural plan will be prepared by the CCRC and discussed at the Advisory Board.

Collaboration and partnership will be key to the realisation of this strategy. The Advisory Board will play a key support role in this ensuring this.

- Engagement with statutory agencies and other organisations to ensure that this strategy is realised will be facilitated by the Advisory Board.
- The Advisory Board will meet quarterly to consider progress reports from the CCRC in relation to this implementing this strategy and the annual plans agreed, and to mobilise support or enable access to support that is found to be required for the effective implementation of these plans.

Ongoing resources will need to be secured to ensure that the strategy is fully implemented. This will include funding to resource the employment of the staff and support community initiatives.

Finances will be managed in line with best practice, along with meeting all governance requirements.

Staff will be managed in line with best practice, including:

- Provision of staff supervision.
- Regular team meetings, and
- An annual team reflection day will be held to reflect on progress, identify emerging priorities, and team relations and culture.

The CCRC Human Resources and Finance Sub-Committee will be convened and supported to enable this.